

MEMORANDUM FOR COMMANDER, SOUTHWESTERN DIVISION

SUBJECT: Test Division/District Initiatives; Comments and Approvals

1. References:

a. Guidance to Divisions for Headquarters Campaign Team 6 - Division and District Systems, Processes and Organizations, 19 June 1997.

2. Purpose and General Comments:

a. The purpose of this memorandum is to provide my initial responses and comments to you on your proposed initiatives to improve our systems, processes, and organizations. I am hereby approving your immediate implementation of 19 out of the 20 SWD initiatives currently under review at HQUSACE. Specific initiatives and comments are contained below in paragraph 3.

b. Each of your initiatives possesses potential for enhanced efficiencies and customer services and you are to be congratulated on your efforts to date. Naturally, some of your initiatives are likely to be more difficult to implement successfully than others, and some may face legal or regulatory constraints. This headquarters will assist you in overcoming difficulties as they are encountered. In implementing these various initiatives pay close attention to relevant requirements for dealing with concerned labor unions.

c. In general, the biggest weakness in your proposed initiatives lies in your suggested metrics, your proposals for measuring the benefits of the proposed changes. Successfully measuring the outcome of organizational and systemic changes is a non-trivial task. Your suggested metrics represent a positive beginning, but will need to be enhanced in order to allow HQUSACE to make an informed decision on whether to propagate your initiatives to other divisions. You should continue to work with HQUSACE Campaign Initiatives Team 6 to develop such measures. In addition to doing our best to measure the benefits from your various initiatives, it is also important to measure the costs of their implementation so that both benefits and costs can be compared.

3. Specific Initiatives, Approvals, and Comments:

a. Your proposal to: "Implement a common IM infrastructure throughout the Southwestern Division. ... Consider our customers' current status and short and long range plans in selecting the target infrastructure. Develop and enforce policies and standards to insure

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uniformity and facilitate sharing of information, resources and manpower.” is APPROVED. This initiative very well supports the Chief’s desire to standardize Office Automation (OA) at the desk top level. An HQUSACE decision is expected shortly for USACE-wide standardization. We fully support the SWD initiative with the proviso that any COTS packages incorporated in the SWD standardization effort must be in accordance with the corporate OA standardization decision.

b. Your proposal: “The Virtual Resource Team initiative promotes a “virtual working environment” for regional teams that will benefit our customers by utilizing our core competencies while providing opportunities to share resources without physical relocation.” is APPROVED.

c. Your proposal to: “Develop and maintain an environment that promotes the use of the Internet/Intranet as an interactive service to our customers. ... Standup a regional Interactive Web server site to provide the necessary hardware, executive software, and Internet-Database connectivity necessary to support Internet interactive services to our customers.” is APPROVED. Access to any server is to be in accordance with established USACE network security policies and procedures; e.g., Firewall protection regarding public access. Any repository of data elements is to be established in accordance with USACE Data Administration policy, procedures, and naming conventions. As you proceed, you should provide Team 6 with details regarding your measures to safeguard sensitive financial and other information from inappropriate access.

d. Your proposal to : “Make the HTRW Design District Concept an Effective Example of Regional Teamwork The geographic PM will be the primary point of contact regardless of which district, or office within a district, receives a project request from the customer. Using a predetermined process, the geographic PM utilizes a Screening Panel, consisting of senior design leaders and contracting representatives from the geographic district and HTRW design districts, to determine how the project can best be accomplished, using the in-house and contracting resources of each district and known capability elsewhere in the Corps.” is APPROVED.

e. Your proposal: “Refine and Institutionalize the SWD Workload Resources Management Board to serve as the Corps’ Model for Facilitating Regional Teamwork. ... An advisory board has been established which includes the PM+1 from each District, the Technical Director and the Director of RM. The board is co-chaired by the PM & RM. The WRMB is reinventing itself to address the central issue facing SWD: maintaining long-term problem solving capability in the face of downsizing.” is APPROVED.

f. Your proposal: “MARKETING/OUTREACH. The heart of our outreach approach is the establishment of a regional account manager and team and inter-district and Division teams. The regional account team develops customer relationships. The team's primary task is to

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develop and implement the strategic customer account plan. ... The primary task of our regional account managers is to build successful business relationships.” is APPROVED.

g. Your proposal: “Establish and Execute a Coordinated, Unified marketing Plan. Our new approach to customer outreach focuses on providing a "Single Door to the Corps". The regional account team develops customer relationships. The team’s primary task is to develop and implement the strategic customer account plan.” is APPROVED.

h. Your proposal: “Vigorously support Headquarters USACE in Outreaching to Army MACOMs and Air Force MAJCOMs. ... We want to facilitate a COE approach to outreach activities. We want National Strategic Account Managers assigned, either at HQ USACE level or delegated to MSCs, with Account Teams consisting of members from applicable MSCs.” is APPROVED. HQUSACE (Team 5) is currently examining the Account Manager concept for application on a national level.

i. Your proposal: “Train the Workforce for Outreach Activities. Each identified employee should be trained in a formal, systematic outreach process with a proven track record of success in private industry and the Government. Identified employees are those who have periodic access to our customer's decision makers and influencers.” is APPROVED.

j. Your proposal: “BUILD ON TRADITIONAL CIVIL WORKS PROGRAM. The proposed outreach strategy is to work with the state and regional leaders, emphasizing existing authorities available to the Corps, and how we could provide assistance in further meeting their water resources related needs.” is APPROVED.

k. Your proposal: “Build Support for Others Program. Our customer outreach philosophy will be spearheaded by regional account managers and their teams. The mechanism chosen for achieving these goals is through the establishment of the regional account manager and team. The regional account team develops customer relationships.” is APPROVED.

l. Your proposal: “Effectively Communicate the USACE Strategic Vision in SWD. A comprehensive communication effort is called for, one that involves all commanders and key staff in the Corps. Their words and actions must reinforce the message of "one Corps." ... Traditional communication methods may be used but command support is essential to underpin that this is the new way of business for the entire Corps from now on. ... We believe that greater interdependence among our districts is part of the answer.” is APPROVED.

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m. Your proposal: “Plan and execute Reorganization, Reengineering, and Reinvention Activities throughout SWD. The goal of the Division is to operate as a customer-focused, project-management based, nationally effective Regional Team to improve our ability to serve our customers. ... Competitive advantages can be gained for our customers by assuring our districts re-examine their business processes using enhanced PM and TAQ principles, in the light of regional teamwork.” is APPROVED. This initiative, which you have already put much work into, will be monitored as part of the Test Division Process for applicability throughout USACE.

n. Your proposal: “Regionalization/ Consolidation of District Functions To assure customer needs are being met economically, timely, and competently during times of reduced programs and down sizing, regionalization/consolidation of some of the district-executed functions may be required. Regional execution of selected function requirements will be evaluated.” is APPROVED, except for regionalization of district safety management which is only PARTIALLY APPROVED. Each command must have a full-time, qualified safety manager or safety engineer on special staff. Dual-hatting the SWT safety manager as division safety manager is not approved. As an alternative, upon completion of collocation, a district may employ services of a collocated division safety manager or safety engineer. SWT may act as a safety center for SWD by providing technical safety and health functions, such as radiation safety, provided the SWT commander is resourced. Prior to implementing regionalization of specific functions, you should provide Team 6 with details of the proposal.

o. Your proposal: “Maintain Dam Safety Technical Competency within CESWD for Periodic Inspection and Continuing Evaluation (PICE)of Completed Civil Works Structures. ... Each specific area of technical expertise required for periodic inspection and continuing evaluation shall be maintained at one or more designated districts which shall be responsible for maintaining that specialty long term as a regional resource.” is APPROVED.

p. Your proposal: “Plan and Execute Collocation of SWD Headquarters with Fort Worth District to Maximize Efficiency and effectiveness of SWDO. ... in fiscal 1998.” is APPROVED.

q. Your proposal: “Assist in Planning and Executing the Smooth Transition of Albuquerque District from SWD to SPD. The aim is to design an effective and efficient inter-divisional process that will optimize direction to and support of each division’s regional operations.” is APPROVED.

r. Your proposal: “Train, Retrain and Retain (Mission Essential Training List (METL)). ... A Mission Essential Tasks Table would be created for each career field in each organization. ... The priority of training will be listed for each task.” is APPROVED.

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s. Your proposal: "Establish a Regional Mentorship Program within SWD. Our employees who volunteer for this program will be encouraged and mentored by senior leaders to ensure that they are provided training and opportunities to compete for challenging assignments which open doors to future leadership positions. This initiative will establish a regional Mentorship Committee that will assign volunteer employees to senior leaders with formal signed Mentorship Contacts." is APPROVED.

t. Your proposal: "Develop a Regional A-E Contracting Database. This initiative will establish a data base of regionally available contracts and to set in place business processes which facilitate district-to-district sharing of contracts. The data base will provide a regionally accessible catalog of Indefinite Delivery A-E contracts which any COE district may use to address a customer need." is currently pending review by the OPARC. The PARC has the lead on recommending USACE-wide use of a AE IDC data base. The PARC will be coordinating this within HQUSACE for the Chief of Engineers decision.

4. These 20 proposals are innovative and forward-looking. My Team 6 will continue to evaluate details of your proposals as you submit them and to monitor the progress of your initiatives during FY 98.

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JOE N. BALLARD
Lieutenant General, USA
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